

Headquarters U. S. Air Force

Integrity - Service - Excellence

Air Force Acquisition Process Architecture Team (APAT)



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Mr. Jim Wolffe,
SAF/AQXA
Architecture Integration
4 May 2004



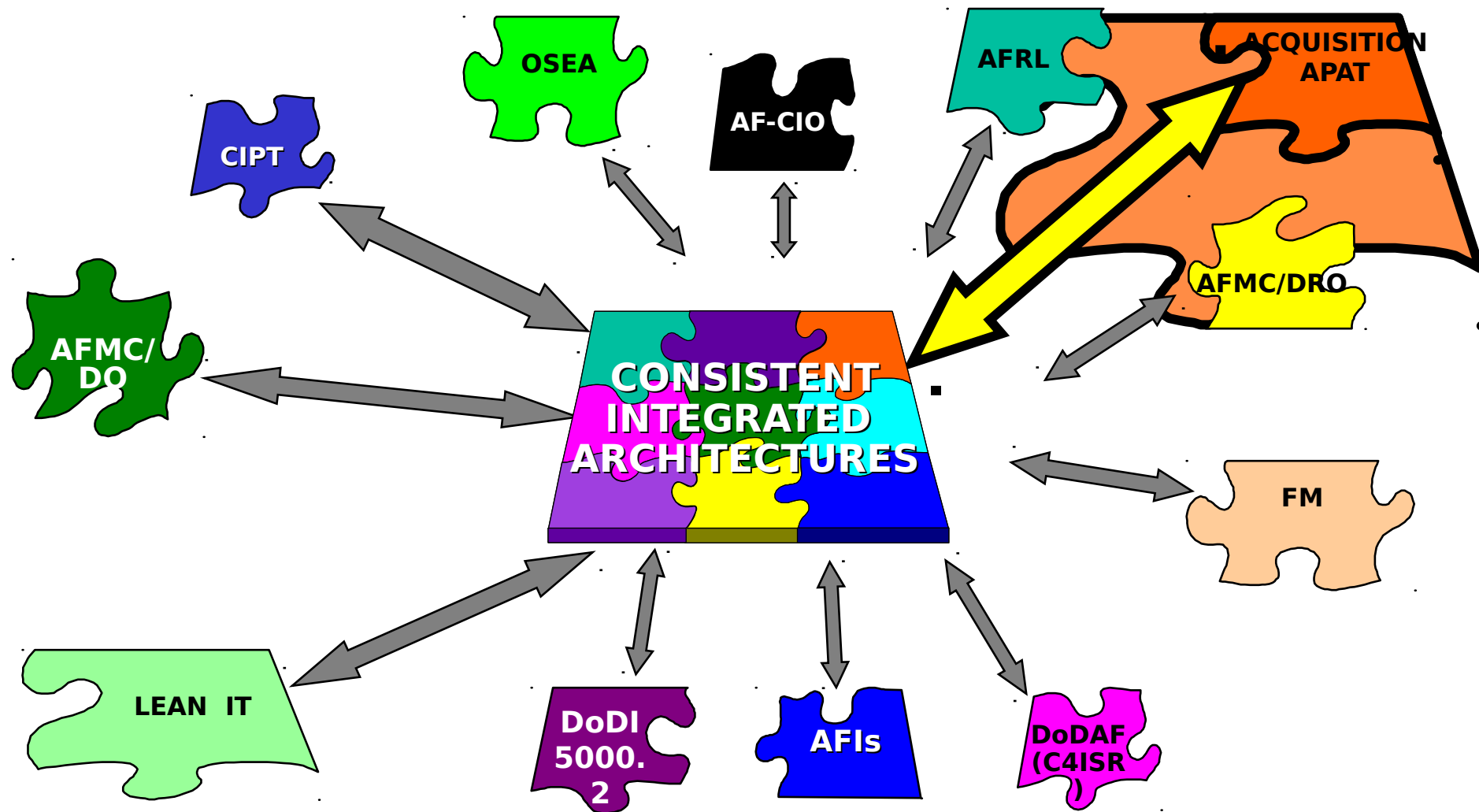
Why Architecture?



- DoD and AF Mandates
- Makes sense
 - Structured view of the acquisition process
 - Process in the driver seat; functional and enabling aspects support the process
 - Value Analysis
- Cautions
 - Finding the balance between institutional transformation and MDA flexibility



Integration Points





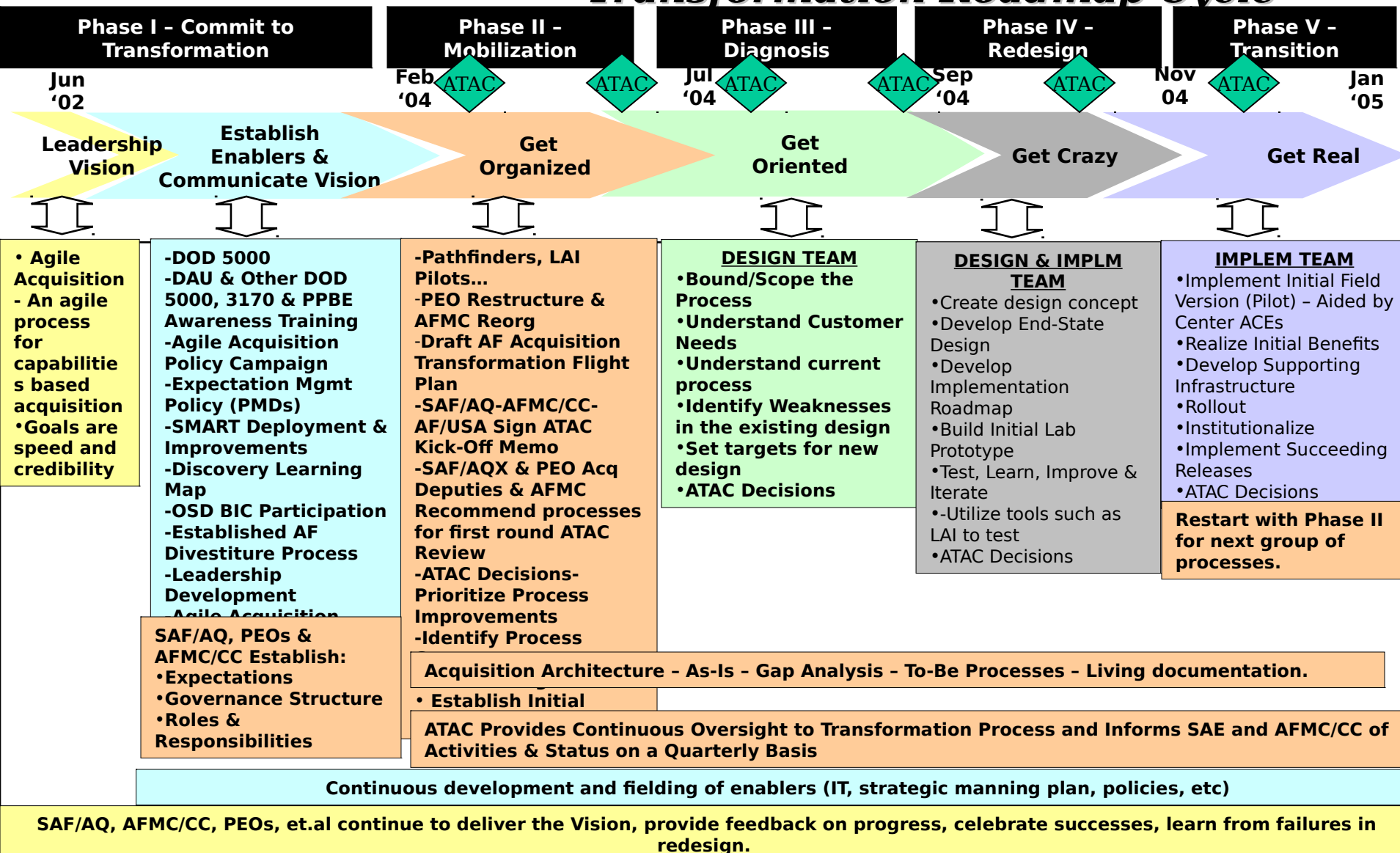
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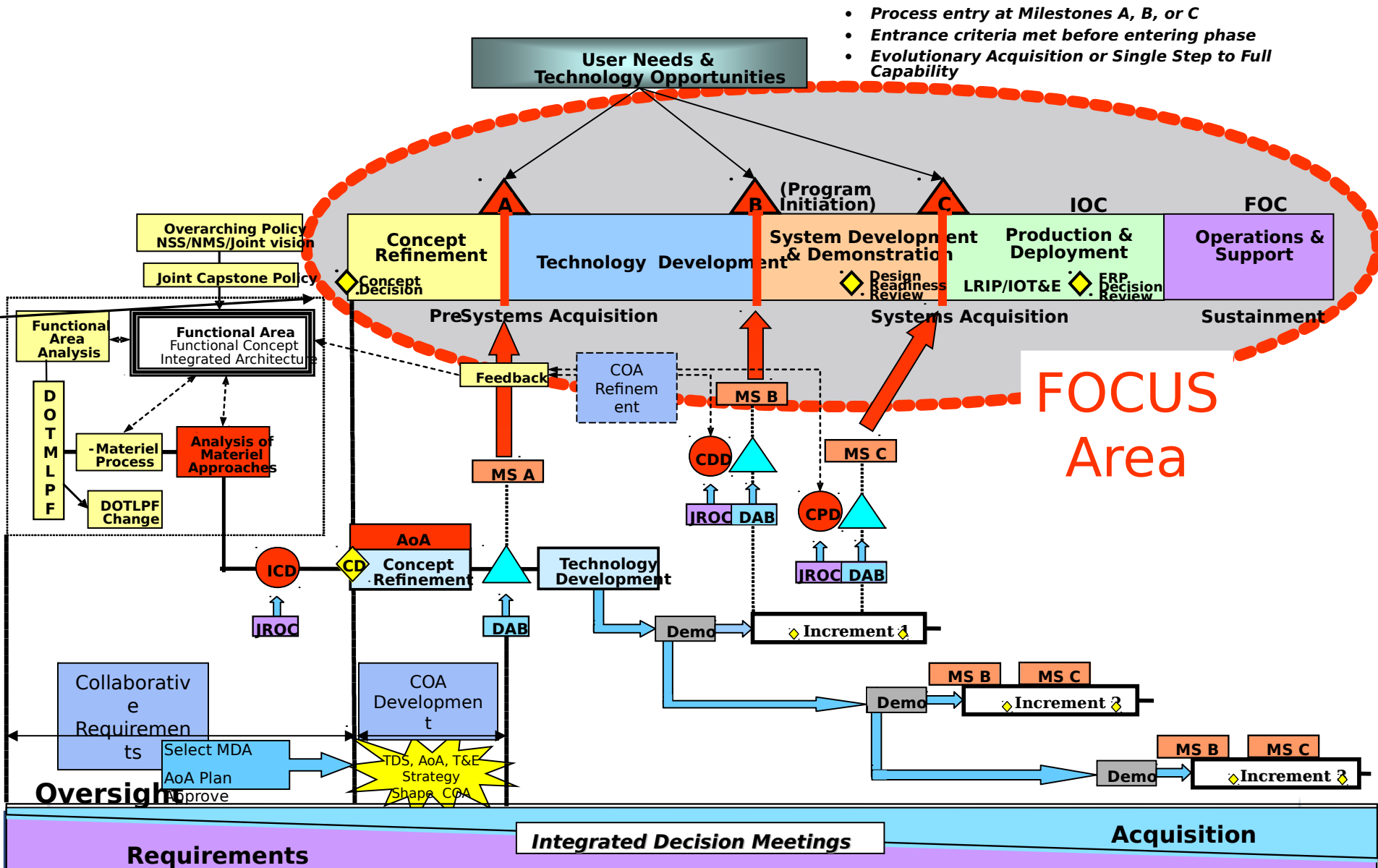
AGILE ACQUISITION

Transformation Roadmap Cycle





Scope of Acquisition





Purpose of APAT



- Collaborative team to develop the “As Is” processes underlying the DoD 5000 Model (Big A)
- Focus on vertical integration of acquisition phases
- Create operational views based on these processes
- Develop system views that currently support these processes
- Identify potential improvement areas
- Support future process reengineering efforts
- Provide input to ATAC & TAG



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One Architecture - Three Views

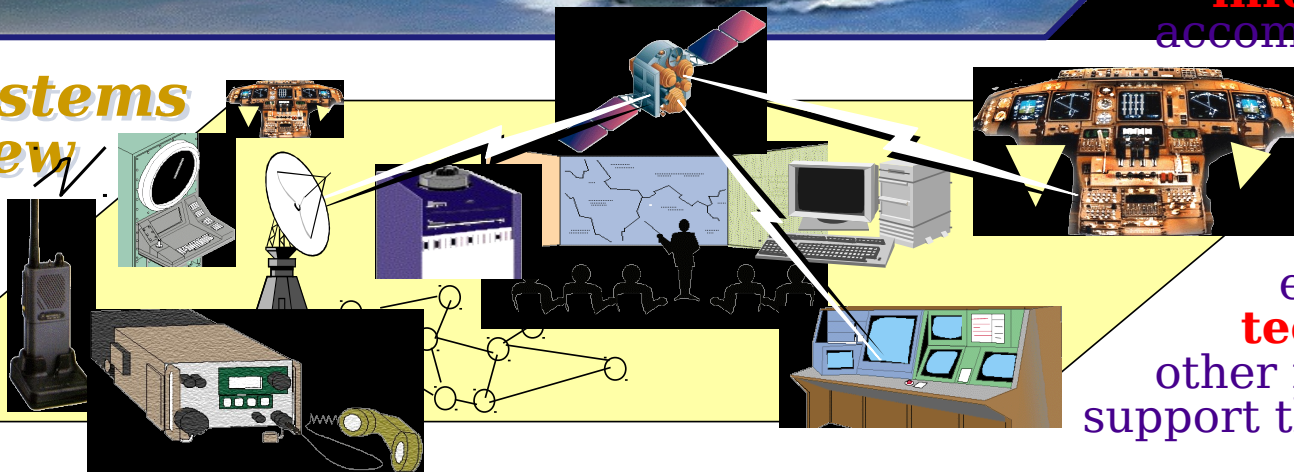


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The **Operation View** describes and interrelates the **operational elements, tasks, and activities, information flows** required to accomplish mission operations.

Systems View



The **Systems View** describes and interrelates the existing or postulated **technologies, systems, and other resources** intended to support the operational requirements.

Technical View



The **Technical View** describes the profile of **rules, standards, and conventions** governing systems implementation.



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AF Acquisition Process Architecture Team



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AF A DAT Acquisition Transformation Action Council (ATAC)

Chair: SAF/AQX-Blaise Durante
AFMC/CD-Dr. Daniel Stewart

Members: M Gen Sovey (AFMC/DR)
B Gen Bowlds (ASC), Dr. Cunningham (ESC)
Mr. Maikisch (SMC), Ms. Stokley (AAC)
Mr. Conner (OC-ALC), Mr. Davis (WR-ALC)
Mr. McFawn (AFRL), Mr. Bond (AFMC/DO)
Mr. Gill (OO-ALC)

Transformation Action Group (TAG)

Co-Chair: Ms. Janet Hassan (SAF/AQXA)
Mr. Jeff Stanley (AFMC/CD) Mr. Bob Krilowicz (SMC/AXD)

Members: Mr. Bill Budden (OC-ALC/PS)
Mr. Kevin Rankin (ASC/AE), Mr. Mark Klicker (ESC/AE)
Ms. Cyndy Morgiewicz (ESC/AE), Lt Col Kari Smith (AAC/XP)
Ms. Sandy Faircloth (WR-ALC/AE), Mr. Michael Hitchcock (AFRL/AE)
Mr. James Newhouse (AFMC/TR)

A

B

(Program
Initiation)

C

**Concept
Refinement**

**Technology
Development**

**System Development
& Demonstration**

**Production &
Deployment**

**Operations &
Support**

◆ **Concept
Decision**

◆ **Design
Readiness
Review**

◆ **LRIP/IOT&E
FRP
Decision
Review**

Pre-Systems Acquisition

Systems Acquisition

Sustainment



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AF Acquisition Process Architecture Team



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AF Acquisition Process Architecture Team (AF APAT)

Task Leadership Sponsors

- 1 Blaise Durante SAF/AQX
- 2 Dr Dan Stewart AFMC/CD
- 3 ATAC Voting Body

Task Leadership Advisors

- 1 Janet Hassan SAF/AQXA
- 2 Terry Balven SAF/AQX
- 3 Denny Paul CRET
- 4 TAG Members

Task Leadership Participants

- 1 Lt Col Michael Paul SAF/ AQXA - Team Lead
- 2 Maj. Ryan Mantz SAF/AQXA
- 3 Mike Farmer AFIT/LSB
- 4 Guy Fritchman AFIT/LSB
- 5 Ken Farkas AFIT/LSB
- 6 Dave Weber AFMC/DRA
- 7 Jeff Stanley AFMC/DRA
- 8 Ken Huff AFMC/DRA
- 9 Steve Clark AFMC/DRA
- 10 Gail Steele AFMC/DRX
- 11 Kevin Kemper AFMC/ENP
- 12 Jeff Hallett AFMC/LGIA
- 13 John Pamplin AFMC/LGIL
- 14 Mick Hitchcock AFRL/AE
- 15 Vicki Hill ASC/PMAA
- 16 Bill Budden OC-ALC
- 17 Bob Martin SAF/ACE
- 18 Col. Ralph Diccio SAF/ACE
- 19 Maj. Mark Schmidt SAF/AQ
- 20 Jeff Loren SAF/AQRE
- 21 Jim Wolffe SAF/AQX
- 22 Lt .Col. Joseph McWilliams SAF/AQX
- 23 Steve Cain AF/ILID
- 24 Lt.Col. Robert Clausen SAF/AQXI
- 25 Reggie Brooks SAF/AQXI
- 26 Lt. Col. Leslie Blackham SAF/USAP
- 27 Trent Benisch SAF/USAP
- 28 Sandy Faircloth WR-ALC

Sponsors Roles & Responsibilities

- Resource Commitment
- Leadership Visibility
- Communication
- Priority Sustainment

Advisors Roles & Responsibilities

- Resource Commitment
- Leadership Visibility
- Communication
- Priority Sustainment
- Availability to Team
- Champions to Complete

Participants Roles & Responsibilities

- Visibility to Others
- Communication
- Priority Sustainment
- Commit to Teaming
- Acquisition Focus Expertise
- Open to Change



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APAT Timeline



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Mar 04 ATAC Meeting

Apr 04 TAG Kickoff

**May 04 APAT Level 4 Process Decomposition Work
Sessions/Telecons**

Jun 04 As Is Descriptions

**Jun 04 Acquisition Process / Operational Architecture Level 4-5,
Initial Acquisition Systems & Standards (SVs)**

**Jul 04 ATAC Meeting - Present TAG results and proposals for
next cycle**

Aug 04 Architecture Baseline (As-Is)

Sep 04 ATAC Meeting

Oct 04 AF Acquisition Process & System Vision (To-Be)

Oct 04 AF Acquisition ConOps

Dec 04 ATAC Meeting

Dec 04 AF Acquisition Transformation Plan

Feb 05 AF Acquisition Strategic Transformation Plan

Mar 05 ATAC Meeting



APAT To Date



- Level 3 processes developed in work sessions
- Level 3 processes validated by the TAG
- Level 4 Operations & Support process decomposition started



APAT Future Direction



- Perform process decomposition to level 5 granularity by June 2004
- Coordinate System Architect 2000 tool with AF/CIO
 - Development of architecture in support of OSMP
- Perform process value analysis
 - Process flows
 - Cycle time
 - Value added analysis
- Identify process improvement opportunities
 - Rapid improvement events based on process model



Process Parameters - Definitions



- **Process** – Logical set of steps transforming an input into an output
- **Inputs** – Information or resource consumed in the activity to create the output
- **Outputs** – Information produced by an activity
- **Suppliers** – Who provides the input to the process?
- **Customers** – Who receives the output of the process?
- **Key Players** – Who is ultimately responsible for the process being accomplished?
- **Controls** – Business rules that govern the performance of an activity
- **Mechanisms** – Resource that performs or supports an activity, but not consumed by the activity
- **Cycle Times** – What is the duration of the process step?



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Acquisition Architecture (AF A-PAT)



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1.0 Concept Refinement

DRAFT

Level 2

Trigger

Concept
Decision
ADM Signed

Input

ICD

ADM

AoA
Study Plan

Resources
Obtained

AoA Study
Results -
Preferred
Alternative

Approved
COA(s)
(MAJ COM)

Preferred
Alternative

Process

1.1 Identify
Resources

1.2 Evaluate
Alternatives

1.3 Determine
COA(s)

1.4 Prepare for
Next Phase

1.5 Prepare for
Milestone A

Output

Resources
Obtained

AoA Study
Results -
Preferred
Alternative

MAJ COM
Approved
COA(s)
(Expectation
Management
Agreement)

Identified
Preferred
Source(s) (input to
X.X)

SEP

SAMP Inputs

Test Strategy/
Plans

IMP/IMS

Product
Support
Master Plan

Work
Breakdown
Structure

Milestone A
ADM

Approved
Milestone A Docs

TDS

Test Strategy



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Acquisition Architecture (AF A-PAT)



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1.1 Identify Resources

DRAFT

Level 3

Trigger

Concept
Decision
ADM Signed

Input

ICD

ADM

AoA
Study Plan

Resource
Needs
(includes:
Manpower,
Facilities,
Funding,
Tools, Etc.)

Process

1.1.1 Assign
Lead
Organization

1.1.2
Determine
Resource
Needs

1.1.3 Acquire
Resources

Activities

Output

Lead
organization
Identified

Resource
Needs
(includes:
Manpower,
Facilities,
Funding,
Tools, Etc.)

Resources
Obtained



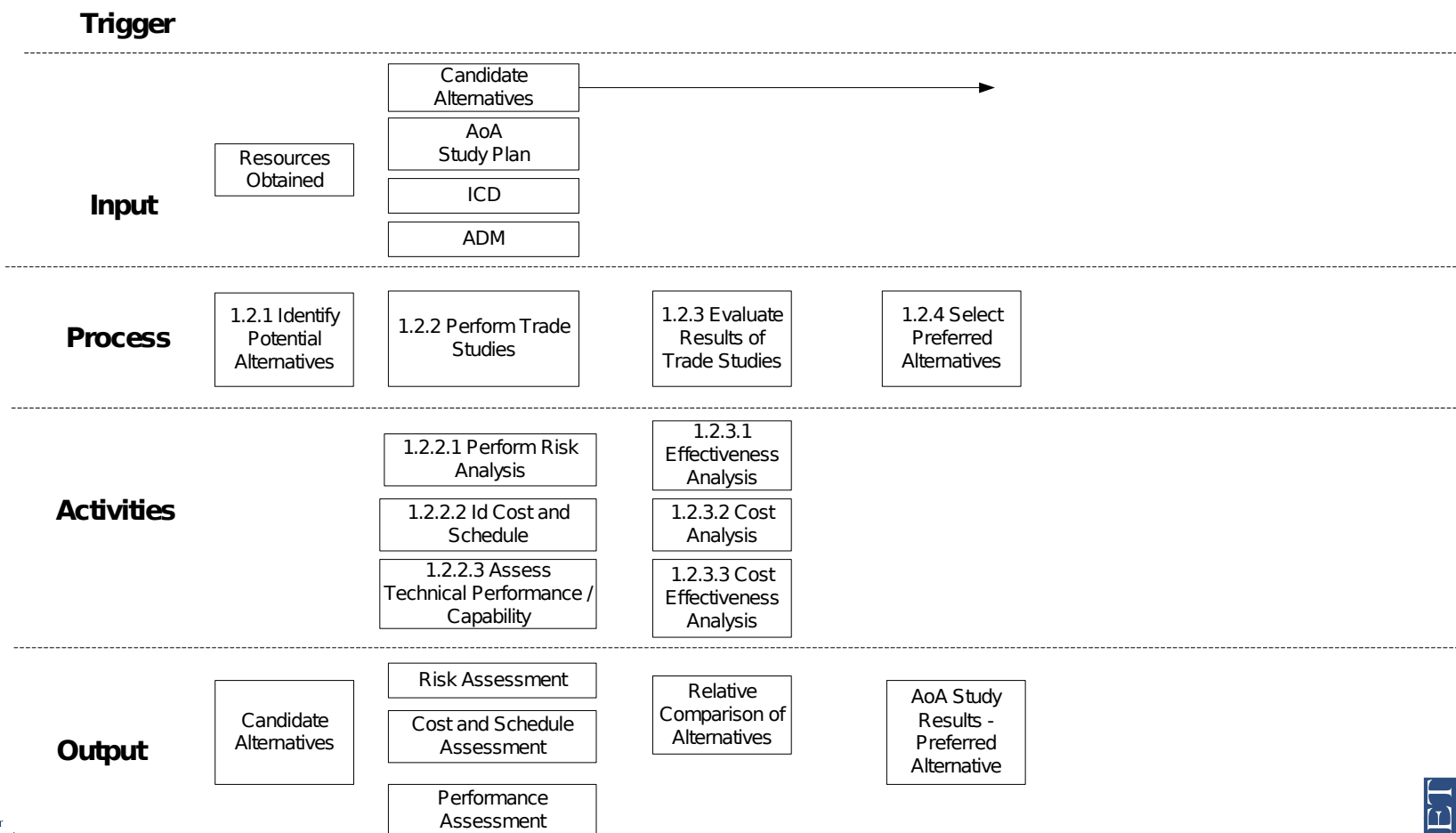
Acquisition Architecture (AF A-PAT)



DRAFT

1.2 Evaluate Alternatives

Level 3





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Issues and Challenges



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- In many cases, repeatable processes don't exist. This may be process engineering, not re-engineering
- Need to **sync-up** this effort with ongoing efforts at AFMC (AFMC/DR, AFMC/DRO, AFRL, ASC, SAF/AQC, others)
- Need to keep the focus on the process, not the functions in the process.
- Capturing "hidden elements of process" – e.g. staff-to-staff time preparing for official approvals
- Scope of the effort – AQXI has identified more than 80 IT "systems" that support acquisition just in SAF/AQ.
 - Variety of processes requires broad participation across the acquisition domain
- Validation of acquisition architecture
- Increase membership/participation – Centers/SPOs
 - Time commitment
 - 3 day face to face work sessions
 - 2 hour telecons